DOCUMENT RESUME

ED 051 779 HE 002 304

AUTHOR	Allan, George
TITLE	Summary Report of the Ad Hoc Committee on Campus Governance. December 1968-April 1971.
INSTITUTION	Dickinson Coll., Carlisle, Pa.
PUB DATE	May 71
NOTE	21p.
EDRS PRICE	EDRS Price MF-$0.65 HC-$3.29
DESCRIPTORS	*Colleges, *Governance, *Governmental Structure, Higher Education, *Student Participation

ABSTRACT

These proposals for the reformation of Dickinson College's governmental structure are the result of 3 years of study and debate by a single committee of students and faculty, with shifting membership. Part I reproduces the initial recommendations for a bicameral legislature combined with a strong College Cabinet. Flow charts illustrate the text. Part II presents resolutions for the establishment of All-College committees to replace parallel faculty and student committees. Following rejection of the College Cabinet and bicameral legislature, new proposals for a College Senate were submitted. The proposals and a summary of the committee's reasoning appear in Part III. Part IV contains a proposal for an All-College Committee on Personnel, which was rejected by the faculty in favor of an All-Faculty Committee. (JS)

ED051779

SUMMARY REPORT OF THE AD HOC COMMITTEE

ON

CAMPUS GOVERNANCE

December 1968 - April 1971

DICKINSON COLLEGE

CARLISLE, PENNSYLVANIA

U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
OFFICE OF EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY.

Compiled by George Allan
May 1971

HE 002 304

Dickinson College studied, debated, and reformed its governmental structures over a three year period: 1968-69, 1969-70, 1970-71. A single committee, with shifting membership, was responsible for the analysis of needs and of present capacities to meet them, and for preparing new proposals for general discussion and ultimately for faculty and student approval.

Phase One. The Committee on Campus Governance prepared, in an intensive two month period, recommendations for a bi-cameral legislature combined with a strong College Cabinet. These recommendations are reproduced in 'Part I' following. They were presented to the parent Policy Committee which, near the close of the school year, returned them to the Committee with the suggestion that more detailed recommendations be prepared.

Phase Two. A new committee, in a new academic year, decided to deal first with a restructuring of the college committee system. Faculty committees had at that time non-voting student representatives; and in nearly every case the faculty committee was paralleled by a committee of the Student Senate. It was decided to replace this unsatisfactory and redundant arrangement by a system of All-College committees. Preparation of recommendations took up most of the year. Final faculty approval was secured in April 1970, and these resolutions are reproduced in 'Part II' following.

The Committee rejected the Phase One legislative proposals. It found the College Cabinet too small a body to be adequately responsive to the varying interests of the College community, and too demanding in terms of time and talent for its members to serve less than full time. The Committee also rejected the bi-cameral body as unnecessarily cumbersome, especially in the absence of a Cabinet, and as re-creating the redundancy of effort it had sought to eliminate when it proposed a single committee structure.

Phase Three. Again a new committee, in a new academic year, addressed itself to the problem of a legislative body to be served by the now-functioning All-College committees. The aim was a body large enough to be adequately representative, small enough to be efficient. Students sought a favorable percentage of representation; faculty were worried about foregoing their 'town meeting' total participation for a representative system. These resolutions, which were finally rejected by the faculty, are reproduced in 'Part III' following.

A proposal for an All-College Committee on Personnel was rejected by the faculty in favor of an all faculty committee. It is included as 'Part IV' following.

COMMITTEES

	Students	Faculty
1968-69:	Michael Bloom	George Allan
	Peter Broida	David Brubaker
	Peter Flowers	John Doebler
	Meryle Garrett	Warren Gates
	Carol Malmi	Paul Kaylor
	Thomas Martin, Chairman	Anthony Mach
	Arthur Murphy	Barbara McDonald
	Frances Smith	Richard Wanner
1969-70:	Neal Abraham, Co-Chairman	George Allan, Co-Chairman
	Paul Barr	David Brubaker
	Peter Brioda	John Doebler
	Wilson (Pete) Brown	Warren Gates
	Meryle Garrett	Gerald Hawkins
	Larry Good	Paul Kaylor
	John Harley	Anthony Mach
	David Plymyer	Barbara McDonald
	Ellen Riley	
1970-71:	Mark Etter	Dennis Akin
	Kathleen Gradel	Bruce Andrews
	Gertrude (Dorsey) Green	Robert Leyon, Co-Chairman
	David Plymyer	Enrique Martínez
	Louis Teti, Co-Chairman	Stanley Nodder
		Richard Wanner

P A R T I: BI-CAMERAL AND CABINET GOVERNMENT

A. PROPOSALS FOR THE INTERNAL GOVERNMENT OF DICKINSON COLLEGE

1. That the faculty Policy Committee be dissolved and that the College establish a Cabinet charged with responsibility for decision making and College governance. The Cabinet would be composed of administration, faculty, and student members.

2. That the faculty or a faculty Senate be constituted as one House of the College government and that it fulfill the role outlined in the proposal of the subcommittee.

3. That the student government or a student Congress be constituted as the second, and only other, House of the College government and that it fulfill the role outlined in the proposal of the subcommittee.

4. That a single committee structure be established under the College Cabinet which might consist of some: (a) committees with an equal number of faculty members and students, (b) committees 3/4 faculty and 1/4 students, (c) committees 3/4 students and 1/4 faculty, (d) committees composed exclusively of faculty, and/or (e) committees composed exclusively of students.

B. EXPLANATION

1. The College Cabinet

At the present time, the loci of decision making and power at Dickinson College are scattered across the campus. This is usually a cause of inefficiency and wasted efforts. And, rather than making the governance of the College more responsive to the community, the situation tends to lead to frustration, as the A.A.U.P. Executive Committee has pointed out.

The College Cabinet would be the central decision making body for the College. It would have the power and authority to act and speak for the College community. In the event of an objection from a segment of the Cabinet, the body would be forced to refer an issue to one or both or a joint session of both of the Houses of the College government. The Cabinet, however, would be the day-to-day governing body of the College.

An adequate system of checks and balances would be worked into the system so as to insure Cabinet revue of the decisions by the Houses. The Cabinet itself would be checked by the two Houses representing the faculty and the student body, respectively. The Houses would be newly constituted and would advise and consent in the matters of College government.

The Cabinet, of necessity, would be a relatively small body which would exercise authority in decisions of both a legislative and an executive type.

2. The Houses of the College Government

Attempting to combine the positive attributes of both the unicameral and bicameral systems of government, while also seeking to avoid some of the pitfalls of each, there would be a faculty and a student House in the new governance structure. Each of the Houses would meet at irregular intervals as necessary. The Cabinet would be able to call meetings of the bodies by referral of issues.

3. The Committees

A single committee structure of differing types of committees would decrease duplication of efforts while assuring proper involvement of those concerned with decisions to be made. The Committees would report directly to the Cabinet and would be of a new concept. They would be vested with such authority and power as the Cabinet would delegate to them and would enjoy a new status as advisory bodies.

Committee recommendations would be sent to the Cabinet for action. Upon recommendation by a committee, the Cabinet would be forced to act in some way upon the recommendation. In such a case the Cabinet would immediately accept, reject or amend the suggestion. The Cabinet could not recommit, however.

Another alternative for the Cabinet upon the recommendation by a Committee would be to refer the matter to one of the Houses, or to both or to a joint session. The House to which the matter was referred, however, would be required to immediately act upon the recommendation by the Committee.

The Committees, thus, will have an added burden which should compel that their work be inclusive. The Cabinet is, of course, not limited by the work of its committees. It may act without recommendation from one or several of them. There would be no committees of the Houses of government, however.

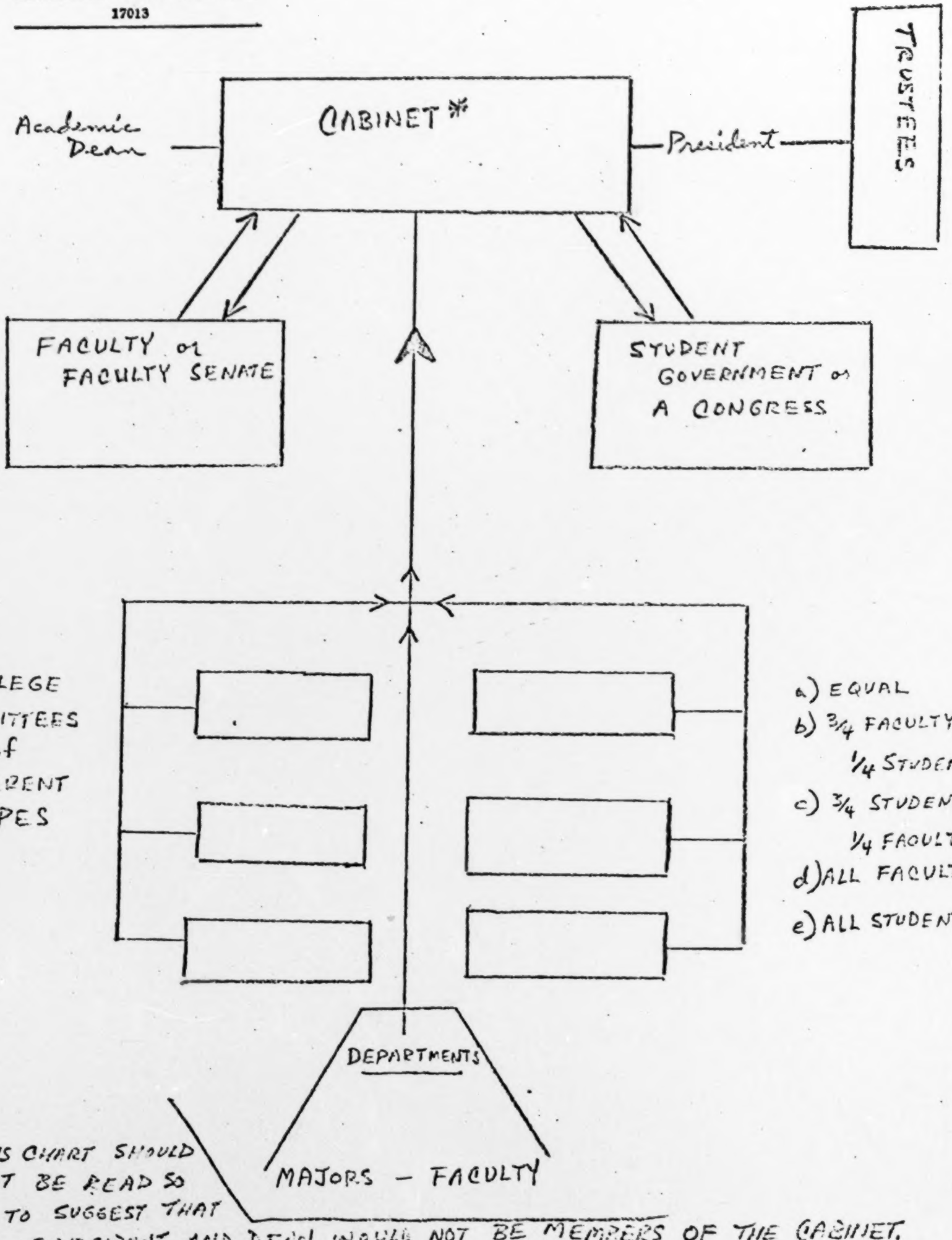
C. FLOW CHARTS (following pages)

1. Chart I represents the general recommendations proposed in 1-3.

2. Chart II represents a particular example embodying the general recommendations. Its purpose is illustrative only: the Committee does not wish to make specific proposals until after the general recommendations have been discussed and approved in principle.

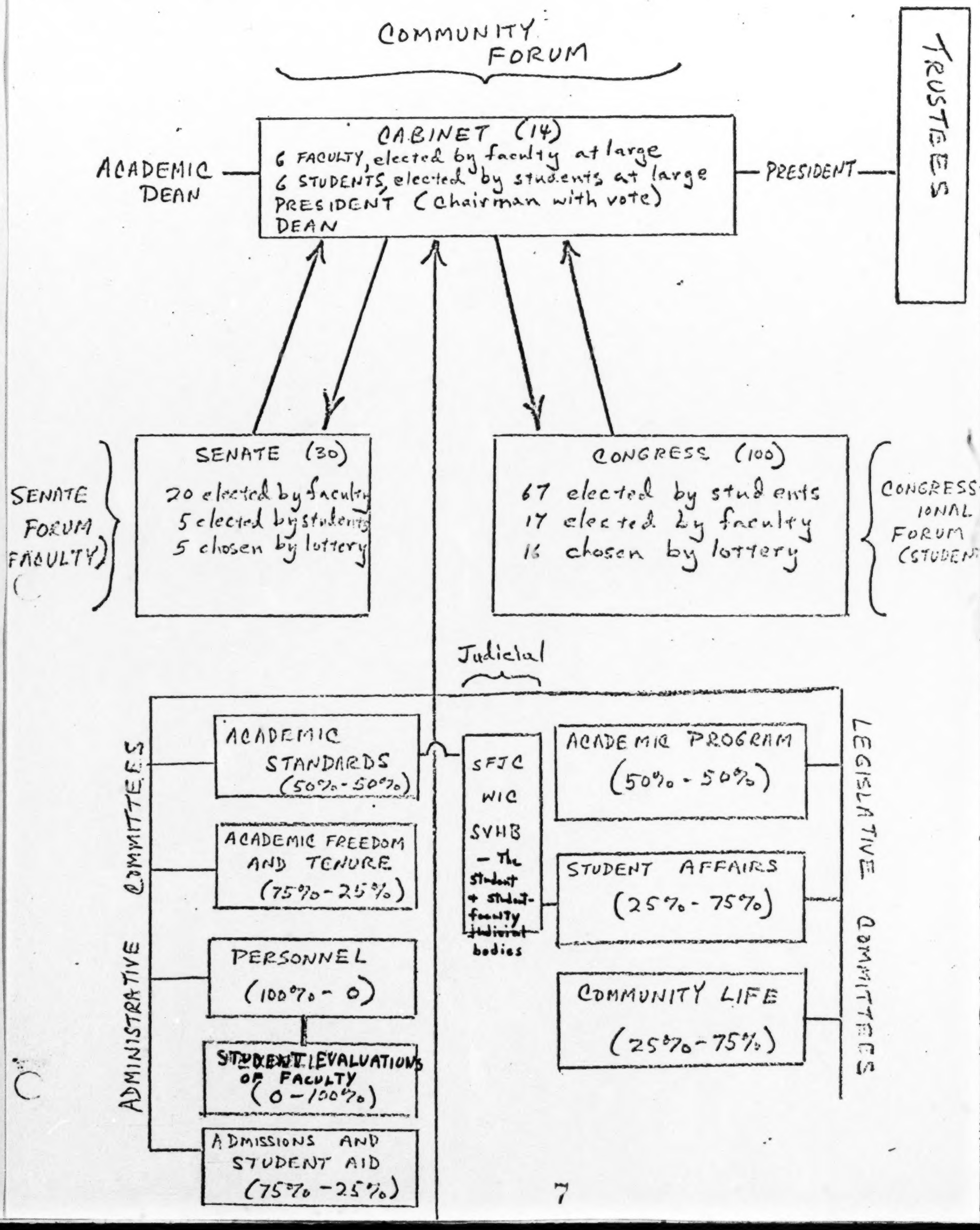
CHART I.

DICKINSON COLLEGE
CARLISLE, PENNSYLVANIA
17013



* THIS CHART SHOULD NOT BE READ SO AS TO SUGGEST THAT THE PRESIDENT AND DEAN WOULD NOT BE MEMBERS OF THE CABINET.

CHART II.


COMMUNITY FORUM
TRUSTEES
CABINET (14)
6 FACULTY, elected by faculty at large
6 STUDENTS, elected by students at large
PRESIDENT (Chairman with vote)
DEAN
ACADEMIC DEAN
PRESIDENT
SENATE (30)
20 elected by faculty
5 elected by students
5 chosen by lottery
SENATE FORUM (FACULTY)
CONGRESS (100)
67 elected by students
17 elected by faculty
16 chosen by lottery
CONGRESSIONAL FORUM (STUDENT
Judicial
ADMINISTRATIVE COMMITTEES
ACADEMIC STANDARDS (50%-50%)
ACADEMIC FREEDOM AND TENURE (75%-25%)
PERSONNEL (100%-0)
STUDENT EVALUATIONS OF FACULTY (0-100%)
ADMISSIONS AND STUDENT AID (75%-25%)
SFJC
WIC
SVHB
- The student + student-faculty judiciary bodies
ACADEMIC PROGRAM (50%-50%)
STUDENT AFFAIRS (25%-75%)
COMMUNITY LIFE (25%-75%)
LEGISLATIVE COMMITTEES

Notes on Chart II.

1. Members of the Cabinet would be excluded from the membership of the Senate and Congress.

2. Student members of the Committees would be elected by the Student Congress; faculty Committee members would be elected by the Faculty Senate.

3. Proposals before the Cabinet would be distributed one week before a decision.

4. Proposals coming from Committee to Cabinet cannot be returned; they must go instead to Congress or Senate or be accepted or rejected by Cabinet.

5. Proposals which have been initially presented to the Cabinet can be referred to Committee, however.

6. Senate and Congress meet on petition of faculty or student body or when called by Cabinet.

7. Eighty percent -- 4/5 -- of the Cabinet can decide to make a decision on an issue. A majority of the absolute membership of the Cabinet then rules.

8. If a decision is referred, the Cabinet lacking the necessary 4/5 consensus to rule, there are four options:

    1) referral to the Senate alone
    2) referral to the Congress alone
    3) referral to the Senate and Congress in joint session
    4) referral to the Senate and Congress meeting separately.

P A R T II: ALL-COLLEGE COMMITTEE SYSTEM

A. General Considerations

1. Dickinson College is a community. A decision affecting some members affects, to varying degrees, all members.

2. Those affected by decisions should have a say in formulating and implementing them. It is important that diverse perspectives be adequately represented in the various decision-making bodies. But adequacy does not necessarily imply parity.

3. Those with competence in particular areas should have a say in formulating and implementing decisions relating to those areas. The members of the college community have differing needs, differing talents, differing responsibilities. These differences should be respected and used for the common good. The members of the community are interdependent, but their roles are not interchangeable.

4. Government in the college community should be representative. For the process of decision-making to be effective, some must act in behalf of all. But those who make decisions should be responsive to the interests of the rest through procedures of accountability and distributed responsibility.

B. College Committees

1. College Committee on Institutional Priorities and Resources

   a. Function:
   This committee shall advise the President of the College on the establishment of institutional goals and priorities, and on the use of institutional resources. This shall involve long range planning and include consideration of the annual budget and capital budgets; evaluation of institutional programs and projects; and evaluation of plans for the construction or major renovation of facilities. The Committee shall elect its chairman.

   b. Composition:
   President of the College
   Dean of the College
   Administrators: 2, appointed by the President of the College
   Faculty: 4 at-large
   President of the Student Assembly
   Students: 2 at-large, elected by the Student Assembly
   A Trustee of the College

2. College Committee on Academic Program

a. Function:
It shall be the function of this committee to study and evaluate all matters associated with the academic program of the College. Whenever the activities of this committee affect specifically any department, such a department shall be invited to designate a representative to sit with the committee without vote.

(1) It shall review, and make recommendations on all matters affecting curriculum, including such matters as: revision of departmental offerings, introduction of new courses, creation of new departments, offering of a major or minor in new areas, and, broadly, general supervision of course offerings in relation to the departmental aims and long-range educational policy of the College.

(2) It shall review and make recommendations on all matters involving graduating requirements, including total number of courses of academic work and physical education, required courses, distribution requirements, general field-of-concentration requirements, and the number of courses a student may schedule per semester.

(3) It shall review and make recommendations on all matters affecting instruction, including teaching load and faculty research.

(4) It shall consult with and advise the Librarian in matters pertaining to the operation of the Library, with a view toward best strengthening the College curriculum, and it shall make appropriate recommendations as desirable. In order to assist the committee in these matters there shall be a Subcommittee on the Library of which the Librarian shall be a member ex officio.

(5) It shall take appropriate action to encourage and promote the preparation of able students for entering graduate work. In this matter the committee shall endeavor to work through departments as well as through personal student relationships and conferences. To assist the committee there shall be a Subcommittee on Graduate Study.

(6) It shall review routine adjustments in department course offerings; regularly evaluate special programs, interdisciplinary courses, and independent studies procedures; and approve all individual student programs involving interdepartmental independent study or comprising more than half the student's course elections. For this purpose there shall be a Subcommittee on Routine Affairs.

b. Composition:
Faculty: 6, at least one from each group and not more than one from any department
Students: 3 at-large
Registrar.
Librarian, without vote

3. College Committee on Academic Standards

a. Function:

1. This committee shall decide all marginal cases involving application of academic standards, such as readmission of students previously required to withdraw for academic reasons, retention of students who have fallen short of established standards, scheduling of courses in excess of authorized load. It shall advise the Dean of the College in cases where interpretation of satisfaction of the requirements for graduation may be in question.

2. This committee shall have the duty of considering the award of prizes and honors, and of nominating to the faculty the students recommended for such awards by the committee.

3. The committee will recommend changes in regulations or establishment of new regulations in those areas under its purview. It will seek to provide clarity in definition of student status, to resolve inequities among students and to enhance the scholarly environment.

b. Composition:
Faculty: 4, one from each group and one at-large
Students: 2, one senior, one junior
Associate Dean of the College
Registrar, without vote

4. College Commitee on Student Affairs

a. Function:
The committee shall review and make recommendations on all matters, other than academic, affecting student life on the campus.

b. Composition:
Faculty: 3 at-large
Students: 4, one senior man, one senior woman, one junior, one sophomore
Dean of Students
Dean of Men, without vote
Dean of Women, without vote

5. College Committee on Admissions and Financial Aid

a. Function:

1. It shall be the responsibility of this committee to review and recommend policies on admissions to the College and on student aid.

2. The committee shall approve or disapprove all recommendations of the Director of Admissions for admission to the College. In addition it shall award scholarships, student employment, and loans.

b. Composition:
Faculty: 4, one from each group and one at-large
Students: 3, one senior, one junior, one sophomore
Director of Admissions
Financial Aid Officer, without vote

6. College Committee on Development and Communications

a. Function:
This Committee shall work with the Development and Communications Office on questions of fund raising, public relations, and alumni affairs.

b. Composition:
Executive Director of Communications and Development, Chairman
Financial Vice-President
Director of Public Affairs
Alumni Secretary or his equivalent
Faculty: 3 at-large
Editor-in-chief of THE DICKINSONIAN
Students: 3 at-large

C. Notes

1. The President of the College and the Dean of the College are members ex officio with vote of all the College Committees.

2. The chairman of each College Committee shall be elected annually by the Committee, with the exception of the chairman of the Committee on Development and Communications.

3. For purposes of representation on the committees, the Faculty is divided into three groups (roughly equivalent to the academic divisions -- Humanities, Social Sciences, Natural Sciences).

D. Procedures by which College Committees Assume Responsibility for Considering Proposals, Resolutions and Problems

1. Responsibility for determining which College Committee should have jurisdiction over a given proposal, resolution, or problem shall lie with the Dean of the College.

2. All proposals shall be submitted to the Dean who will then assign the various committees responsibility for considering them. A College Committee may initiate its own consideration of an issue, in which case the Committee's agenda, routinely sent to the Dean, will constitute submission.

3. The Dean must assign jurisdiction over a proposal within two weeks of receiving it. A committee initiated proposal may be reassigned to another Committee only if the Dean acts within two weeks of receiving the Committee's agenda.

4. Only one committee may have jurisdiction over a given issue, although it may consult other Committees in the process of its deliberations.

5. The Dean may, if he wishes, seek the advice of the chairmen of the College Committees in deciding the assignment of responsibilities.

P A R T III: THE COLLEGE SENATE

A. Creation

The faculty of Dickinson College authorizes the establishment of a College Senate to function for the academic year 1971-1972, under governing powers and procedures defined in the sections that follow. Unless the faculty shall authorize the continuation of the College Senate by the conclusion of the Spring semester of 1972, the College Senate shall be dissolved and the powers delegated to it shall revert to the Faculty. (It is understood that the student body must also approve, by referendum, both the establishment and the continuation of the College Senate.)

B. Composition

The College Senate shall consist of fifty (50) faculty senators, forty (40) student senators, and ten (10) administration senators.

1. Placement of Departments in Divisions:

For the purposes of electing faculty to membership on committees and to the College Senate, departments are to be placed in divisions as follows:

Division I: Classical Studies, Dramatic Arts, English, Fine Arts, Modern Languages and Literature, Music, Philosophy, Religion

Division II: Economics, History, Library and Audio-Visual Media, Military Science, Political Science, Psychology and Education, Sociology-Anthropology

Division III: Biology, Chemistry, Computer Center, Geology, Mathematics, Physical Education, Physics and Astronomy

2. Election of Faculty Senators:

a. Faculty senators shall be elected by the entire voting faculty. Thirty (30) faculty senators shall be elected on the basis of their division and twenty (20) faculty senators shall be elected as at-large members.

b. Faculty senators shall serve for staggered 3-year terms. A faculty member may, on request, be granted a one-year exemption after three years' service on the College Senate.

c. Election of faculty senators shall take place at a faculty meeting to be held not later than October 1 each academic year at the call of the President of the College. The election shall be held in three stages:

(1) Stage 1. The normally-occurring vacancies on Faculty and College Committees shall be filled by elections from slates presented by the outgoing Personnel Committee. The nomination and election procedures shall be those presently followed in elections to committees: nominations from the floor are permitted, some seats to be filled by division, some seats to be filled at-large.

Election to the following committees carries with it membership on the College Senate:

Academic Program
Academic Standards
Admissions and Financial Aid
Development and Communications
Institutional Priorities and Resources
Personnel
Student Affairs

(2) Stage 2. After the results of the election specified in (1) above are known, nominations shall be made from the floor and an election held for an additional number of divisional seats such that the total number of divisional representatives on the College Senate shall be thirty (30).

(3) Stage 3. After the results of the election specified in (2) above are known, nominations shall be made from the floor and an election held for an additional number of at-large seats such that the total number of at-large representatives on the College Senate shall be twenty (20).

3. Election of Student Senators:

a. The following students shall sit on the College Senate ex officio: the President of the Student Assembly, the Vice-President of the Student Assembly, and the Treasurer of the Student Assembly.

b. One student representative from each of the six College Committees shall sit on the College Senate. He shall be chosen by the students according to procedures adopted by them.

c. The remaining thirty one (31) seats shall be filled by students elected by living units for one-year terms under procedures determined by the appropriate student committee.

4. Election of Administration Senators:

   a. The Dean of the College shall be an ex officio member of the College Senate.

   b. The remaining nine (9) seats shall be filled for staggered 3-year terms from among the remaining body of administrative appointees under procedures approved by them and the President of the College.

C. Functions

1. Functions delegated to the College Senate:

   The College Senate shall have legislative authority in the following areas:

   a. All matters pertaining to curriculum, including the establishment of new or special educational programs.

   b. Graduation requirements.

   c. Academic performance of students and academic discipline.

   d. Admissions policies.

   e. All matters pertaining to student life and discipline on campus, both academic and non-academic.

   f. Modifications in the functions, composition, and structure of the College Committees.

   g. All other matters under the primary jurisdiction of the College Committees.

2. Powers retained by the Faculty:

   In all other areas not designated in (1) above, the Faculty shall retain authority to act in accordance with its traditional mandate. Further, the Faculty reserves the right to substitute its own decision for any act of the College Senate, a right vested in the Faculty by the College Charter and not subject to abrogation by act of the Faculty alone.

3. Powers of the Student Assembly:

   The following powers are reserved to the Student Assembly:

   a. Control over the Student Activities Budget.

   b. Procedures for election of students to Student Committees, College Committees, the College Senate (including apportionment by living units), and Judicial Boards.

c. Bylaws of the student delegation.

d. All other matters under the primary jurisdiction of the Student Committees but not in conflict with the areas of authority of the Faculty, the College Senate, or their committees.

4. Demurrer Power of the Faculty and the Student Assembly:

The Faculty and Student Assembly shall both have the power to demur from any resolution approved by the College Senate.

a. The Faculty shall meet if it wishes to consider a motion to demur. If the Student Assembly wishes to consider a motion to demur, the vote shall be taken by a referendum supervised by the appropriate student committee. In either case, the call for a meeting or a referendum must be made by not less than five (5) faculty members or ten (10) percent of the Student Assembly, and can occur at any time after the College Senate meeting until one (1) week after the original resolution, as approved, has been published in the College Register.

b. A motion to demur from a resolution passed by the College Senate must be passed by an absolute majority of the faculty or Student Assembly, as the case may be. An absolute majority means a majority of those persons empowered to vote in the body, whether voting or not.

c. If a motion to demur is passed by the Faculty or Student Assembly, the resolution of the College Senate shall fail and be annulled. Annulled resolutions shall be returned to the College Senate for its reconsideration.

D. General Procedures

1. Meetings of the College Senate:

a. The College Senate shall meet at least once during each month of the regular academic year. Special meetings may be called by the President of the College or by the written petition of ten (10) percent of the College Senate membership.

b. The President of the College shall preside over meetings of the College Senate, and shall vote only to break a tie.

c. A quorum for the College Senate shall be defined by the existence of both of the following conditions: There shall be present at least

(1) One more than half of the membership of the College Senate; that is, 51 members, and

(2) One-third of the senators from each component, faculty, students, administration; that is, 17 faculty senators, 14 student senators, and 4 administration senators.

d. The College Senate shall be guided by Robert's Rules of Order (Revised) and by whatever Bylaws it shall approve. It may also select whatever officers are necessary to conduct its business.

e. The agenda of the College Senate shall be publicly circulated at least three (3) days in advance of each of its meetings.

f. There shall be established a College Register which shall report in full all newly-approved resolutions of the College Senate, provide information about the status of resolutions and issues being discussed, and include the minutes of College Senate meetings. Where appropriate, the Register may also include explanations of the reasons for actions taken by the College Senate, actions of the Faculty or the Student Assembly, and administrative or other statements concerning the College community. The Register shall be published as soon as practicable after each meeting of the College Senate, and otherwise at times and by methods determined by the College Senate.

2. Amendments and Dissolution:

Only the faculty shall have the authority to initiate amendments to the composition, powers, and general procedures of the College Senate as defined herein. The Student Assembly must also approve by referendum all such amendments. However, supplementary procedures not inconsistent with procedures defined in Section IV may be adopted by the College Senate in the course of conducting its business. Either the Faculty or the Student Assembly, separately, may dissolve the College Senate; in such event the powers delegated to the College Senate shall revert to the Faculty.

SUMMARY OF THE SUBCOMMITTEE'S REASONING BEHIND THE BASIC FORM OF THE PROPOSED COLLEGE SENATE

The subcommittee began by considering several basic types of legislative bodies: a bicameral system with separate faculty and student houses, a unicameral system with a small number of members (a "cabinet"), and a unicameral system with a very large membership (about 200). It became clear that each of these models has advantages and disadvantages, which we will briefly summarize here.

A bicameral legislative system with separate faculty and student houses is similar to the present system, except that now the legislative powers of the two bodies (the Faculty Meeting and the Student Senate) do not overlap, and one might argue that the Student Senate has very little real power to affect the direction of the College. A bicameral system with two equal houses would correct this imbalance. Further, debate in the two houses would be among peers, and some feel that this situation would minimize the self-consciousness, inhibitions and intimidation that might occur when both students and faculty debate together. Therefore a bicameral system would produce less polarization between faculty and students, according to this view. On the other hand, others argue that separate bodies will increase this polarization, because each body would feel the need to present a strong and unified position in its dealings with the other, and this would lead to more polarization. In addition, it seemed to the subcommittee that a bicameral system would lead to much duplication of effort in committee work and debate, and the necessity for reaching a suitable compromise on many issues would take a great deal of time. Our conclusion was that the disadvantages of a bicameral system outweighed the advantages and our attention turned to a unicameral model.

Once the unicameral format was agreed upon, the question of size became the most important issue. On this matter there are two extremes which have complementary advantages and drawbacks. A small body (about 10-20) would be efficient, easily-run and fairly quick to reach decisions, but would not easily be representative or in close contact with the whole campus community. It might too easily become isolated from the concerns of others. Further, some feel that members of such a body, especially the student representatives, would find the burden of representing a large group an overwhelming one and would tend to feel compelled to present a "student position" or a "faculty position." A large body (about 200) would make it easier to have wide representation of campus groups and close communication between the representatives and their constituencies. The disadvantages would be practical ones of long and sometimes ill-informed debate, the difficulty of having to persuade a large number of people to approve resolutions, and the requiring of a lot of time from a lot of people. One might argue for a "town meeting" model with everyone participating, but the subcommittee quickly rejected this idea because of its inefficiency and our feeling that the College is not yet ready for it.

With this background, the subcommittee tried to formulate a proposal for a single body of intermediate size that would maximize the advantages and minimize the drawbacks of the extremes. Representation and communication emerged as the most important single concern, with efficiency a lesser one. We became convinced that a number around 35 represented the minimum acceptable size of the student component if fairly good communication with the student body at large was to be possible; further, we concluded that election of students by living units was the best way to encourage this communication. By the time certain officers of the Student Assembly and some student representatives of the six College Committees were included we agreed on 40 students.

From this starting point, our thinking on the number of faculty gradually settled on a number somewhat greater than the number of students, but still small enough to keep the total size of the entire body down to a level that held hope for a reasonably efficient style of operation. The number of administrators was reached by a similar process of balancing our concern that they be adequately represented with the desirability of efficiency.

P A R T IV: PROPOSAL FOR AN ALL-COLLEGE PERSONNEL COMMITTEE

A. Function:

1. The committee shall advise the Dean and President on the following personnel actions: (1) retention, (2) promotion, (3) granting of tenure, (4) salary, (5) sabbatical leave, and (6) continuation of appointments beyond age 65.

   In these matters the committee will, at the discretion of the Dean and President or the Committee, meet as a whole or in separate faculty/student components.

2. The committee, or its components separately, shall interview candidates for major appointments, apprising the Dean and President of its judgments; and may be called upon to interview candidates or otherwise advise on other initial appointments.

3. The recommendations of the committee to the Dean and President are advisory. As set forth in Chapter IV, Section 1, of the By-Laws, the President is responsible for final decision and reporting to the Board of Trustees of actions relating to personnel.

4. The committee as a whole, excepting the President and Dean, shall serve as a nominating committee for the College Committees. Nominating procedures for all-faculty committees or committees of the Student Senate shall be determined by the Faculty and Student Senate respectively.

5. It shall be the additional function of the Committee on Personnel to encourage the development of a system of faculty evaluation.